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TRAINING AND DEVELOPMENT OF HUMAN RESOURCES IN SERBIA'S PUBLIC SECTOR

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Abstract
This article discusses the relevant institutional arrangements for human resource management in the public sector in Serbia in the context of the their impact on achieving efficiency. The importance of learning and knowledge, as well as the role of human resources and their contribution to the achievement of business goals at all levels of management, is considered in particular, and the aspect of internal transformation and quick reaction to the challenges and of formulating appropriate strategies. In the article are analyzed key challenges and different approaches to managing employees and their roles in public administration, the management culture, accountability as "an approach to public management in which managers are held accountable for results and for the usage resources for achieving those results by assigning the responsibility to them. Following the recommendations of the state audit institution from the register of recommendations for the previous year, we can conclude that the new management context and organizational culture are not yet well established in the institutions of the public sector in Serbia. It's encourages that on the basis of actions on their recommendations, there is a desire for positive transformation and changes in the existing organizational culture of the public administration, as well as the readiness of employees for education.
Keywords: *human resources, public administration, knowledge management, strategic management*

Introduction

Application of the concept of modern human resource management in public sector organizations requires planning, engagement, management of employees, including evaluation of individual performance of employees in public administration. Taken in the broadest sense, the personnel function includes: assessment of current and future personnel needs, identification of personnel resources, recruitment and selection of personnel, preparation and guidance, deployment and promotion, adjustment of working conditions, education, further training and retraining, stimulation and evaluation of work results.

Analyzing the prerequisites for the successful implementation of public sector reforms, we are noted that the emphasis is placed on the importance of improving human resources and their management. Therefore, sustainable development and satisfaction of the principles of effective and efficient business must be imbued with efforts to ensure an adequate personnel structure and to create conditions for its efficient use.

Support to management structures in order to achieve the desired performance outcomes is connected with the trainings of workers in public sector institutions so that, on the one hand, employees are aware of the need to focus on various aspects of the system's effectiveness and on the other hand, to provide management structures benchmark for evaluating effectiveness. In a word, we need to be able to determine which combination of assets provides the best performance when it comes to the objectives we want to achieve. In developed countries, there is a whole range of instruments and tools for managing the performance of employees at different levels. Within the general management culture and organizational context in each individual institution, comprehensive analyzes are needed in order to evaluate performance at the individual level.

Furthermore, in this article, we assume that individual performance appraisal can work and deliver the intended benefits if properly implemented, but not as an isolated process without other performance management tools.Thus, the focus is on the fact that implementation (including planning and practice) is very important, especially in the context of management reforms to improve performance capacity, including the evaluation of individual performance of public administration employees[13].

The authors emphasize that human resources are a key factor in improving managerial responsibility and strengthening institutional efficiency expected from public administration.In practice, there is a lag in the application of management tools, because civil servants often do not have formal autonomy in implementing the defined goals of their own organization, which is certainly an important tool of management based on results. In addition, individual performance evaluation systems of employees have been formally introduced, but they are not connected to the general management context and/or professional development activities, and in some cases they are not implemented in practice, or implemented only as a formality.

In this context, this article pointed out that the aim of the management reform is to determine the needs for professional training of employees in the public sector, in order to raise the capacities of employees (knowledge and skills) needed for good and efficient performance and defined tasks. One of the key reform challenges is changing the business culture and changing the awareness of employees in public administration, as well as citizens.

The research in the article moved in the direction of deconstructing "good" public administration from the point of view of the implementation of European values that as incentives for reform processes in the sense of the synthesized relationship of values and rules. Values are viewed as an attitude towards the acceptance of new management tools, and thus the need for professional training and the behavior of employees accordingly, and norms as an informal understanding that governs the behavior of employees in public sector organizations. Values significantly influence the formation and change of norms, while the norms themselves do not act according to the same principle [25]. Given that values viewed in this way represent variable categories, and that in a certain period, or in a certain organization of the public sector, values do not have to be qualified as values, the authors of this paper pay attention to the triggers of values on the way in which these changes occur in the context of management human resources.

In the article, we deal with the acceptance of the need for professional development and whether it employees in the public administration consider them useful for achieving efficient business. Mostly employees have resistants to change and generally accept a new way of working and training only if they have to. For this reason, the role of management is important in terms of emphasizing the positive effects of changes for the benefit of the whole society.

Political elites, that is, public policy holders who introduce reform processes have the greatest responsibility not only in providing conditions for the implementation of reforms, but also in devising mechanisms that will ensure and further improve reform solutions. In the domain of creating efficient public administration, it is first of all important to improve the function of human resources management by building an adequate system of professional development, which applies both to employees in public administration

and also to decision makers, for the exchanging examples of good practice, knowledge and experience in this area.

Theoretical framework

Human resource management has evolved a lot from its inception, when it was a function with little impact, to today when it is seen as a function of strategic importance for the development of the organization. In global business, nothing is predictable or constant anymore. While in the last century the importance of technology prevailed, and the role of employees was marginalized, today it is inevitably considered that production, globalization, competitiveness and better performance cannot be achieved without a comprehensive knowledge of human resources. As a scientific discipline, human resource management aims to determine the legality of employee behavior and create basic scientific assumptions, methods and procedures for successfully integrating and developing human potential for achieving organizational goals on the one hand and individuals on the other [23].

Apart from the scientific character, human resource management has its practical dimension and application with the aim of improving the organizational practice of using the maximum of human resources and improving the efficiency and effectiveness of business.

The business function of human resources consists of operational tasks related to planning, recruitment, positioning and socialization, training and development, remuneration, employee health care, management and leaving the organization. It is a specific managerial task that is not only handled by the human resources management function, but managers at all hierarchical levels also deal with it in a certain way [16]. The domains of human resources management are: improving working conditions, increasing employee satisfaction, improving the professional skills of employees, accepting changes, and these include [14]:

- designing the scope of work, ie defining work tasks,
- organizational development,
- providing a favorable climate to facilitate business and introduce the necessary change,
- planning to define staffing needs,

- relations with the trade union (creating conditions for trade union activity),
- recruitment and selection,
- harmonization of abilities and individual characteristics of individuals with nature

business,

- payment system, i.e. the introduction of an objective and fair payment system,
- information activities for the purpose of forming a unique database o

employees,

- helping employees through solving personal and organizational problems,
- training and development,
- identification of professional competence and planning of the training process.

Looking at the management of human resources in the context of public sector organizations, which are the subject of research in this work, it would be wrong to claim that the skills and knowledge of employees do not face the challenges of time and problems, as in all other jobs.In order to fulfill their goals, public sector organizations must employ certain people, and in this sense personnel management begins with the selection of new associates.

The approach to personnel planning must be based on the specificity of the jobs for which personnel are needed, the way in which the management must fit skills of personel into the philosophy and business ethics of the institution, the readiness to be trained to provide specific public services, depending on the area in which they work and readiness to be replaced if necessary.

By employees in the public administration, we mean all employees in public institutions that are under the jurisdiction of the government [7] that have jurisdiction over the entire territory of the state, i.e. civil servants under the jurisdiction of Labor Law and/or the Law on civil servants, employees under fixed-term contracts, etc. These institutions perform an executive function and are usually responsible for policy formulation. Their employment rules differ from the rules for employees in the private sector, and are usually regulated by a specific law or legal measures.

Since resources for employees in public sector organizations are limited (budgetary funding), the management must combine the activities of employees in the best way so that the productivity and efficiency of each of them is at the highest possible level. It is very difficult to ensure a balance between material and personnel factors. In some organizations of the public sector in Serbia, certain administrative jobs are traditionally better paid, such as in cultural institutions, and jobs related to artistic talents are less well paid, and this leads to the practice of relying on the occasional hiring of unemployed artists to fill the planned program activities. In other public sector organizations, for example in education, teaching staff are better paid than administration.

There is a broad consensus that the management and development of human resources in public sector institutions is a key factor for sustainability and long-term survival. Organizations that achieve top performance in their operations are those that have opened the way for the ideas and abilities of people at all organizational levels. In this context, it is also assumed in the public sector that human resources are a key factor in successful business and as such require the creation of a long-term investment strategy. Contemporary research speaks of the "learning organization" system as a new pattern of behavior that represents a major universal change in traditional management culture.

The new management approach in public sector institutions requires personnel planning, which must be based on an understanding of a number of components that arise from the nature of the human factor, but also from the conditions of engagement, the most important of which are the following [15]:

- The work performed by an individual is inseparable from the personality and as such carries the characteristics of that personality, such as the level of education (professional and general), temperament, gender, age, etc.
- It is difficult to determine the conditions under which certain categories of personnel would behave equally. Each of the employees with certain abilities wants to be in the center of attention (both the archivist in the library and the editor of the literary forum...or the professor at the university), so this imposes on the management the task of creating conditions so that each individual can maximally express his talents and to perform his regular/usual work tasks

properly, also to have a sense of obligation and responsibility necessary to achieve quality in the provision of public services.

- Personnel management requires and enables training and advancement in the profession, also, gaining new experiences and every success of an individual should be appropriately rewarded and marked and at the same time considered as the success of the institution to which that individual belongs, because this is how a sense of belonging and togetherness is created.
- The missed time of using the engaged personnel potential cannot be compensated.
- The ever-expanding processes of work modernization lead to an increase in the number of administration (planners, organizers, experts in public procurement or in the field of project management...), but they are required to have a good knowledge of the entire business process of a public institution.
- Although the human factor is relatively immobile, in the sense that it is tied to a certain areas: family, environment, climate..., it is not rare that some other moments overcome these components, leading to the transfer of staff from one institution in another, so it is extremely delicate the task of the management is to know the family situation of important personnel, without encroaching on the privacy of the individual, showing concern for the employees and giving a sense of security, important to every person in order to create preconditions for loyalty to the business philosophy and culture of the public institution.

Through the personnel planning process, the public sector organization is in a situation to assess the conditions for ensuring an optimal personnel structure, as well as to identify problems that may arise due to discrepancies between personnel and material resources. The fact that it is not possible to ensure an optimal structure at every moment, nor to always achieve harmony between the goals and capabilities of the institution and the aspirations of all employees, should not discourage management in its efforts in the area of personnel planning. Therefore, personnel planning is a continuous process of forecasting personnel needs, selecting programs and organizing their development in order to ensure harmony between the scope and structure of jobs and tasks on the one

hand, and the abilities and other characteristics of employees on the other. Since personnel are the main factor in the business of public sector organizations, their planning must be an integral part of the general development strategy.

In this way, the development of human resources represents a "medium" that guides the process between training and learning, which is not a one-time procedure, but a set of organized processes with a clearly defined learning goal [17]. In such a system, an individual way of learning is enabled, which potentially meets the needs of the organization. Such a development framework sees employees as an asset of the company in which they work and whose value will grow in the development process. As Elwood, Olton and Trott state, the primary focus is on the growth and development of employees, it also emphasizes the development of the individual's potential and abilities [5]. According to Becker, the main problem that managers in public sector institutions see for the lack of competent employees is the lack of efficiency of human resources services, which is why the company is unable to ensure the fulfillment of expected business goals and more efficient delivery of services to citizens [1].

The essence is that greater effectiveness and efficiency of public administration is expected, but also other elements that are key to good governance, such as a greater level of democracy in the work of political and administrative institutions, greater openness in the work of administration, as well as greater transparency in the unfolding of political and administrative processes, the important role of citizen participation in political and administrative processes, and the stronger engagement of civil society associations in the process of public management.

Research context

In order to achieve efficient and economical functioning of the public administration, it is necessary to have an official system based on a high level of ability, knowledge and competence of employees, adequate personnel planning and established records that provide analytical monitoring of the application of regulations as one of the conditions for quality decision-making in implementation and improvement of the personnel policies.

In recent years, in Serbia, we have had a real epidemic of various trainings for civil servants, all under the pretext of Serbia joining the EU and, of course, the

necessity of public administration reform. When talking about the reform of public administration, it is generally stated that it is necessary to, in accordance with the so-called European principles for public administration, build a reliable, responsible, efficient and economical administration, capable of providing high quality services to users i.e. to citizens, businesses and other subjects.

Decentralization, depoliticization, professionalization, rationalization and modernization are defined as key principles for reform [12]. One of the main challenges in the implementation of decentralization is, according to the Public Administration Reform Strategy in the Republic of Serbia, the establishment of an appropriate level of competence of local self-government bodies to independently assume the exercise of new responsibilities [18].

There are local self-government units that do not lag behind the republican level in terms of the organization of the professional training function, but there are also those in which this function practically does not exist. Nevertheless, it can be stated that in the majority of local self-government units as well as public companies and institutions, the general level of quality and quantity of activities on the professional development of officials is very low and that there is no systematic approach in solving the issue of professional development.

The mentioned problem stems from the fact that in a large number of public sector institutions, the basic organizational prerequisite is not met, i.e. there is no official who, along with other jobs, would professionally deal with this field [3]. Staff training is mostly handled exclusively within the organization of the Standing Conference of Towns and Municipalities and is completely dependent on donors[9]. In the last few years, we have also had a pronounced trend of neglecting the training of local personnel, who, due to constant changes in regulations at the central level, are often the subject of negative audits by the SAI (*state audit institution*) and budget inspections.

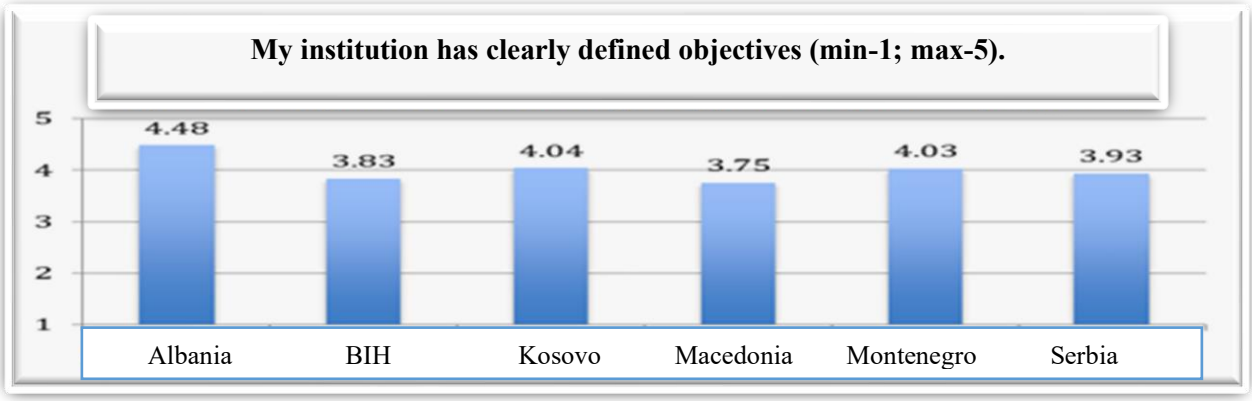
The management of human resources in the public administration in Serbia within the normative framework, fully defines the state's approach and policy to the management of human resources. However, what is worrying is the application of the regulations in practice, but also the non-compliance of the regulations. Depoliticization

and professionalization have been identified as key principles of public administration reform, but there are major deviations from the imagined and legally shaped process of depoliticization of state administration. The professionalization of public administration implies the autonomy of the head of the organization in formulating the goals of his own organization in that context, management responsibility.

Starting from the premise that the measurement and achievement of organizational goals is a key tool for management based on results and management responsibility, the authors of this paper reviewed the data from the last available annual consolidated report on the state of financial management and control that all budget users submit to the central unit for harmonization of the Ministry of Finance of the Republic of Serbia [2].

As in previous years, there is a lack of knowledge and skills of managers and employees identified as a key obstacle in the process of establishing and developing a financial management and control system, which includes management responsibility [11].

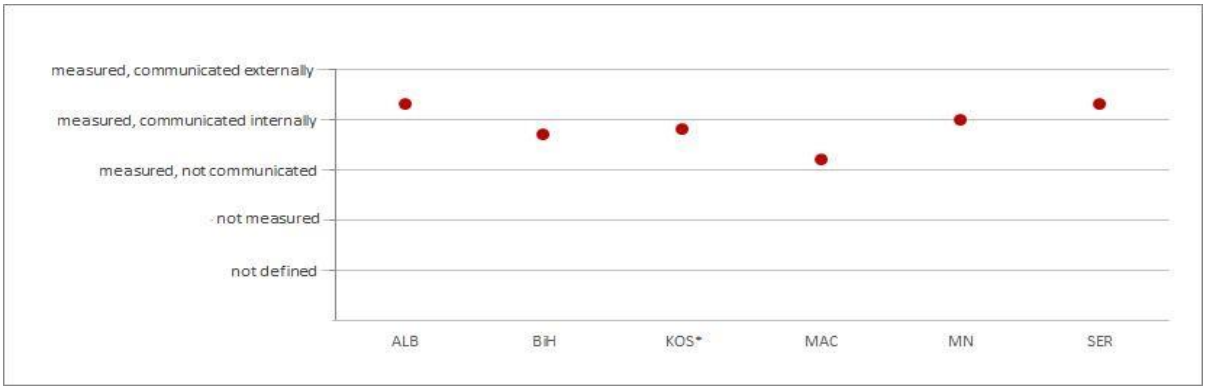
In fact, the use of measurable objectives in managing an organization makes the difference between a bureaucratic approach that focuses on inputs such as formal compliance with the law and a managerial approach that focuses on performance and results. Management by goals requires not only the existence of organizational goals, but also their distribution to different levels of the organization and the distribution of responsibilities. Ideally, the organizational goals are then translated into the individual goals of the managers themselves. Comparing the countries of the Western Balkans in the research conducted by the Regional School of Public Administration (ReSPA) there is a formal practice of setting goals and all countries meet this requirement[22].



Graph 1.Existence of goals, Source: *research conducted by ReSPA* [22]

Differences between countries are relatively small, and the rate of compliance is relatively high: Albania has the highest rate of setting goals in individual institutions, and North Macedonia thelowest, while all other countries are somewhere in between [22].

Qualitative evidence according to the same author [22] shows that the goals in public institutions are mostly related to their formal and legal competences and are often copied from previous years, rather than the result of strategic and operational plans, which means that the essential relevance of these goals is low if it exists at all. Goal setting is not even recognized as a practice by managers in public sector institutions. In that context, managers should recognize the necessity to measure formally stated goals in development plans. In the following graph, we can see that measuring the achievement of goals is less common in Macedonia and Montenegro, where 20% of institutions do not measure the achievement of goals at all [22]. In other countries, the measurement of goals is much higher, especially in Albania where 53% of surveyed institutions measure the achievement of goals and communicate the results internally and externally to the public[22].



Graph 2. Monitoring the results of the set goals by the countries of the Western Balkans, *Source: research conducted by ReSPA* [22]

In addition to measuring the achieved results, it is also important to establish the connection of goals with the general management framework within the reform processes, which will enable the cascading of goals from the level of the institution to the level of the individual, as well as the connection of the results of the institution with the results of individuals in performance evaluation. In developed European countries, in addition to this vertical connection between the institution and individuals and established the horizontal connection between human resources are facilitated central management in the decentralized public sector. Therefore, HRM in Europe has moved from a legalistic status-based approach, which focuses on qualifications, to a competence-based approach that takes into account the attitudes and patterns of behavior (both positive and undesirable) that underpin the way people do their jobs [21].

It is believed that aligning people's competencies with the organization's mission and vision (vertical) can contribute to improving organizational performance and at the same time provide a platform for integrating aspects of human resource management (horizontal) workforce planning, recruitment and selection, performance management, training and development, etc [20].

In Serbia, as well as in the countries of the region that are undergoing reform processes, a holistic approach to competence management has generally not been established. In addition to the fact that all countries have some elements of this approach, the biggest problem in all of them is the understanding of employees of this complex network of relationships between all actors. It is an approach in which not only civil

servants, but all employees are aware and contribute to the realization of the vision, mission and goals of the organization. Performance appraisals are used to agree on goals that all employees should achieve collectively as a team, aligned and coordinated to the best of their abilities. Therefore, most practitioners and academics today agree that performance appraisal is not only about measuring work performance, but also about motivation, communication and overall relationships within the organization.

Analysis and discussion

Based on the previous considerations, analyzing the challenges faced by managers in the public sector during reform processes, in this paper the authors want to point out that changing the management culture in the conditions of the knowledge-based economy and adequate human resource management contributes to the improvement of organizational performance and that employees are important factor in formulating organizational strategy and defining goals. In the developed countries of Europe, in the context of management responsibility in public sector institutions, there has been a shift from a formal approach based on status and a focus on qualifications to a competency-based approach that takes into account attitudes and behavior patterns (positive and undesirable) that influence the way people do their work. We analyzed the key challenges, different approaches to managing employees and their role in public administration, management culture and management accountability as "an approach to public management in which managers are held accountable for results by assigning them responsibility with decision-making authority, as well as autonomy and necessary resources for achieving those results.

Following the recommendations of the state audit institution from the register of recommendations for the previous year [2], we can conclude that the management context and culture are not yet well established in the institutions of the public sector in Serbia, but on the basis of acting on the recommendations, it is encouraging that there is a desire for positive transformation and changes existing organizational culture of public administration. In the last consolidated annual report on the state of financial management and control, which also incorporates managerial responsibility in public sector institutions of Serbia, the conclusion is that additional and constant improvements

are necessary in this sphere, as well as the lack of knowledge and skills of managers and employees [2].

According to register of recommendations[19], it was identified that the most important direct budget beneficiaries at the central level (ministries) do not monitor the realization of the set goals within their jurisdiction. The situation at the bar is somewhat more favorable, but still unsatisfactory[19]. We can conclude that additional training of managers and employees is necessary in order to train and acquire the competences of people from the creation and implementation of policies to the realization of goals, which would strengthen the supervisory function, as well as the levels of compliance and efficiency of the work of everyone in public sector organizations.

In order to eliminate perceived weaknesses, the state audit institution first of all made recommendations that managers as key actors engage and allocate adequate resources, in terms of the time of their employees and work organization, and that with the help of the methodological guidelines by the Central Unit for harmonization and with the various trainings, which demonstrate positive effects and value for the organization if employees have aware and wants to contribute to the realization of the vision, mission and goals of the organization.

In this context, new dimensions of management and the establishment of mechanisms for organizational learning and knowledge management are required from management. Introducing a knowledge management system is a strategic decision of the organization's management and concept "*life-long learning*" has become a necessity.

An organization learns through individuals who learn. Individual learning does not mean organizational learning, but without it, organizational learning does not exist. For human resources management, this means enabling employees to regularly attend organized trainings and continuous monitoring of the implementation of plans.

Contemporary concepts of public administration require new management methods that are not only related to human resource management, but also to knowledge management. The challenge for knowledge managers is twofold. On the one hand, they should implement a system that will regulate the flow of information so that public officials can access specific knowledge important for their work. On the other hand, quality knowledge management should enable public administration officials who have

undergone certain training to be able to practically use the acquired knowledge and share it with other officials in their work environment [10].

Successful management of human resources must integrate the knowledge, skills and motivation of all employees in achieving the strategic goals of the public sector organization, while achieving the best business performance and establishing standards of comparison with the best in the industry. The basic element of management are goals. It is logical, therefore, that one of the most critical tasks of managers is to ensure the employment of professional, talented and motivated people who should enable the organization to achieve its goals [4].

Adequate engagement of people means understanding their individual and organizational needs in order to use their potential. This aspect of human resources management indicates the necessity of harmonizing the utilization of individuals with changes in personnel and organizational needs. In addition, it is necessary to connect and include processes and activities of human resources management in comprehensive strategic management, formulating and implementing organizational and business strategies, directing all processes according to the strategic requirements of business and in accordance with the long-term development strategy of the public sector organization.

In order to establish the limits of the competence of the administrative and political elite, it is necessary to reform the system and policy of planning the employment of civil servants with an emphasis on the clear identification and separation of the rights and powers of the representatives of these elites and the mechanisms of warning and sanctioning. Civil servants are expected to treat public resources in a responsible manner, that is, not to abuse them for personal gain [6]. In this way, not only is the responsibility of the functioning of the public administration not enabled, but it also prevents the end user, i.e. the society, from functioning smoothly. Using new concepts, public administration more successfully connects its employees with their work, with users of their services, suppliers and other interested partners. It is important to note that the application of new tools enables employees, service users and managers to gain insight into a huge amount of complex data.

The quality of human resources and good management of human resources is particularly significant and visible in the administration, which is characterized by an increasing number of new tasks, functions, arrangements with other sectors (private, civil and non-governmental) where success and the achievement of goals depend to a much greater extent than in the corporate world directly from employees and management. The success of any public administration directly depends on the good management of human resources and on the optimal use and improvement of the potential of employees. The purpose of human resource management in the public sector is to improve the efficiency of employees, and thus the overall organization, and in this context it is necessary to engage the total work potential to achieve the optimal target function of public administration.

What is needed to determine training needs is to investigate the causes of problems and identify those that can be solved by acquiring new knowledge and developing skills. In doing so, they should be distinguished from areas that require other changes or specific modifications. Also, it should be noted that uncritically accepting the requests of public administrations could expose them to unnecessary obligations (financial and organizational) or even lead them to unfavorable consequences (in cases where the desired knowledge isn't actually adopted). In the field of improving the function of human resources management, training can be viewed through two components [9].

- The first is the establishment of a sustainable system of professional training for employees of public administrations through a top-down and bottom-up approach to the analysis of the needs for professional training, which should lead to a comprehensive overview of the needs from the public sector organizations for professional training.
- Second - standardization of general and special training programs, accreditation of training providers and establishment of teams for professional training of employees in public sector organizations will achieve the goal of ensuring the principles of efficiency and integrity of the professional training system.

Essentially, similar to technical systems, the professional development of employees in public administration as a whole is reduced to two basic types. The first type includes corrective training, which appears in situations of minor changes in legal

regulations and observed certain difficulties in practice, which should be performed in a timely manner in these situations [24].Another type of professional training of a developmental nature appears in moments of major changes in legal regulations to which certain subjects of public administration need to be systemically adapted - which obviously refers to situations of passing completely new laws or the fundamentally changed of the work technologies or the social relations and with major investments[8].

Regardless of the fact that they essentially represent two different processes, the basic purpose of creating and managing knowledge is to improve, that is, to increase organizational knowledge in public administration. Since human resources have been identified in this article as key organizational resources, achieving a competitive advantage is impossible without the active involvement of management practices that strengthen the competitive capabilities of employees.

We can conclude that the approach of decision-makers in the public sector to this topic should follow strategic goals in terms of human resources that are based on the basis of international principles and standards, such as professionalism, leadership, training, career development, planning, etc. Special care should be focused on working conditions and health at work. Guidelines for managers should be based on establishing a connection between employee satisfaction with citizens' satisfaction with services and their trust in the public sector through awareness raising and continuous training.

Conclusion

Following the reform processes in the public sector of Serbia, the human resource management function should be organized in accordance with the goals and services that should be provided by the public administration in the context of the influence of this resource to achieve efficiency. This requires a clear definition of the role and scope of employees' activities, as well as selection, knowledge, skills, competence and knowledge transfer at all levels of administrative management. Proven knowledge, skills and competences, including experience, should be the main criteria by which success in this field will be measured.

The article particularly emphasizes the necessity to establish the connection of goals with the general management framework within the framework of reform processes, as well as the connection of the results of the institution with the results of individuals in performance evaluation. The biggest problem of applying these principles of management in the public administration of Serbia is the lack of skills and knowledge of managers and employees, which we mentioned through this research, also through the recommendations of the state audit, beside the resistance to changes and misunderstanding of the complex interaction between all actors to achieve success and the absence of management responsibility.

In this context, it is necessary to make changes in the policy of resource management in such a way as to encourage the inter-organizational transfer of knowledge, but also to improve certain internal processes and to anticipate the necessary educations and investigate relevant views on educational programs, in order to plan the future activities based on them in this area. Human resources management in public administration, in addition to the above, should also identify institutions, organizations, agencies and non-governmental organizations that provide services in the field of education of public administration bodies. Many education programs, which are organized by public administrations from the aspect of their efficiency, talk about minor changes. These are the reasons that there should be a synchronized approach to training and educational projects that are interconnected and that affect the essential problems and needs of public administrations.

The authors want to highlight the importance of effective planning of human resources and the establishment of a special value system of state administration based on professionalism, competence and integrity in order to achieve the public interest. This principle means above all the professionalization of public administration, a clear framework of competences in terms of format, content, level of detail and use. The application of the competency framework in the public administration of Serbia would contribute to employees understanding the value for the organization and the expected behavior during work in the same way. In this way, the competency framework would

serve as a tool through which organizations inform employees about the behaviors that are required, valued, recognized and rewarded within specific jobs and work tasks. All this requires a proactive approach to human resource management in public administration institutions.

In order to fulfill the criteria and standards in the field of public administration reform, issues related to the civil service system are of particular importance, and it is necessary to point out that education should not be understood as a burden and pressure on employees, but as a necessary step in order to demonstrate readiness and interest for achieving efficiency in work, for cooperation and cooperativeness. Finally, we would like to point out that the coming period, special emphasis must be placed on checking and evaluating competences, as well as other abilities and skills that are necessary for work in state bodies, and if the trend of positive experiences from education is established, we can expect better interaction and the willingness of employees to participate in adequate and targeted training programs that will strengthen their competencies, knowledge and skills for performing jobs and tasks.

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